

2011



Veterans Health Administration



VA
HEALTH
CARE

Defining
EXCELLENCE
in the 21st Century

1923



2011 Annual Report

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James R. Floyd

FACHE

James R. Floyd was appointed Medical Center Director of the Jack C. Montgomery VAMC on Jan. 17, 2012.

From October 2008 to January 2012, Floyd served as the VISN 15 Network Director (VA Heartland Network). He was originally appointed within the VA as Director of the VA Salt Lake City Health Care System in 1997.

Prior to working in the Department of Veterans Affairs, Floyd served in the U.S. Public Health Service, Indian Health Service, for more than 10 years. During that time, he served as Director of the Portland Area Indian Health Service from 1992 to 1997.

Floyd is a 2009 graduate of the Department of Veterans Affairs' Executive Fellows Program. He is also a 2009 recipient of the coveted federal Presidential Rank Award for outstanding career achievements for leadership in health care.

He is Board Certified by the American College of Healthcare Executives, holds a master's degree in Public Administration/Health Administration, and a post-graduate Certificate in Managed Care Administration.

Excellence Starts Here *With Three Guiding Principles*



Although I have only been the director since Jan. 17, 2012, I feel as if I have come home to Muskogee. I have lived all over the United States, but grew up in Eufaula, so Oklahoma has always been home for me. I am grate-

ful to be at the Jack C. Montgomery VAMC and look forward to the great things I know we will accomplish.

The staff has done an outstanding job in Fiscal Year (FY) 2011 and I am pleased to share this report with you. We continue to use the Secretary of Veterans Affairs' three guiding principles to display our accomplishments – Veteran Centric, Results Driven and Forward Thinking. These principles define the way VA goes about its daily mission of caring for Veterans.

Some of the Veteran Centric programs that were implemented in FY 11 were the Surgery Suite remodel, the new Veterans Transportation Service, and the additional parking spaces. These projects alone have made great strides in increasing patient and employee satisfaction.

With Results Driven, we earned accreditation from the Commission for the Accreditation of Rehabilitation Facilities for our Rehabilitation program that will enable us to provide better care for our Veterans. We also implemented Patient Aligned Care Teams in Primary Care that will help us develop a partnership between the health care team and the patient. In the area of Forward Thinking, we have broken ground for our new Magnetic Resonance Imaging (MRI) machine and are training clergy how to better understand Veterans.

From our early beginnings in 1923 when we began as 'Soldiers Memorial Hospital,' the VA has improved over the years and so has the Jack C. Montgomery VA Medical Center. I hope you enjoy the historic photos throughout this report as we take a moment back in time to appreciate where we have come from and look forward to where we are going.

Thank you for your support,

James R. Floyd, FACHE
Medical Center Director

Executive Leadership *Implementing the principles of excellence*



Wendy E. Martin, D.D.S., M.P.H., was appointed Acting Chief of Staff at the Jack C. Montgomery VA Medical Center on Jan. 11, 2012. Dr. Martin is responsible to the Medical Center Director for Veterans' health care and services provided by this medical center.

She received her dental degree from the University of Iowa College of Dentistry and completed her master's degree in Public Health at Loma Linda University.

An Iowa native, Dr. Martin began her career with VA as a staff dentist in 1985 at the Jerry L. Pettis VAMC in Loma Linda, Calif. In 1987, she transferred to the Geriatric Research Education and Clinical Care Center at the VA Medical Center in Little Rock, Ark. From 1991-2004, she served as the Geriatric Dentistry section chief with the VA Medical Center in St. Louis, Mo. She then served as the VISN 18 Dental Leader and Chief of Dental Service at the VA Medical Center in Albuquerque, N.M., from 2004-2007. For the past five years, Dr. Martin has served as the Chief, Dental Service in Muskogee.



Bryan Matthews, MBA, was appointed as the Associate Director on Jan. 31, 2010. As Associate Director, he serves as the facility's chief operating officer charged with day-to-day operations and management of the facility's \$200 million annual budget and has direct responsibility for Logistics Service, Business Office, Canteen, Education, Engineering, Environmental Management, Fiscal, Human Resources, Nutrition and Food, Police and Voluntary Services.

Mr. Matthews is a graduate of the University of Maryland and received his master's degree in Healthcare Management from the University of Phoenix. He is currently a member of the 2010 Executive Career Field Career Development Program.



Bonnie Pierce, MSN, RN, was appointed Associate Director of Patient Care Services on September 2, 2008. As Nurse Executive, Ms. Pierce is responsible for the clinical and administrative operations of inpatient nursing and for the Nursing Standards of Care and Practice in clinical units throughout the medical center.

Ms. Pierce received her diploma in Nursing from Methodist Hospital School of Nursing and her bachelor's and master's degree in Nursing from California State University Dominguez Hills, located in Carson, CA. She is actively engaged in pursuit of a doctorate degree in Organizational Change at Pepperdine University in Los Angeles, CA.



Ceremony of Simple Patriotism To Mark Hospital Opening Today

Long List of Speakers Arranged for Final Event in Completion of Institution

The Soldiers Memorial hospital, the largest institution in the southwest operated by the United States veterans' bureau, will be formally opened this afternoon in the presence of prominent officers of veteran organizations, government and state representatives.

No expense has been spared by the government in equipping the institution and nothing is left over to the smallest detail last night when final inspection was made by officials of the hospital.

Today, being Flag Day, was selected by Colonel Hugh Scott, hospital commander, as the opening date. Aside from the presence of those high in official life the ceremonies will be simple. All the glories of parade and boisterous display of patriotism will be absent.

Senator Harold to Speak

Colonel Joseph B. Thompson, Pittsburgh, Pa., post commander of the American Legion in Pennsylvania, will follow. His address in behalf of the state and as a personal representative of Governor Walton.

Following Lafayette, Monk will introduce Captain S. C. Kile of Dallas, district officer of the veterans' bureau.

The principal address of the day will be next on the long program. Colonel Joseph C. Sparks, Columbia S. C., chairman of the Legion rehabilitation committee will be introduced by Monk.

Colonel Scott will be the last speaker on the program. He will be introduced by Sparks, who was closely associated with Scott while he was executive officer of the veterans' bureau in Washington.

Opening day article from the Muskogee Daily Phoenix, June 14, 1923, highlighting the ceremonies and list of scheduled speakers for the opening of the Soldiers Memorial Hospital.

Moments in Hospital History

ICU Waiting Room Remodeled

A remodeled Intensive Care Unit (ICU) waiting room is providing families and visitors with a more comfortable setting in which they can wait for their loved ones to either return from ICU or wait for them to be discharged.

The renovations included a new floor, furniture, reading lamps, a table, wall décor, a book shelf with several donated books and board games, a coffee maker with complimentary coffee and a television with cable TV.



Surgery Suite Remodeled

With great anticipation, the medical center held a ribbon-cutting ceremony in August to officially reopen the newly remodeled Surgery Suite. Jack C. Montgomery VA Medical Center now has five world-class operating rooms with the latest state-of-the-art surgical equipment and also provided Surgery staff with new office space.

During the renovation, which occurred May 2010 to August 2011, the medical center conducted surgeries in two Mobile Surgery Units. In 2010, approximately 4,000 surgeries were completed.

New Parking Lot Opens

Finding a parking spot should never be a hassle or a challenge. In September, the facility opened a new 87-space parking lot for Veterans, employees and visitors.



The medical center is striving to make sure our Veterans have knowledge of our services. In 2011 we launched a transit-based advertising campaign in Tulsa to make Veterans aware of our Veterans Transportation Service and services for homeless Veterans.



New Veterans Transportation Service Makes an Impact

VA recognizes the problems Veterans who are visually impaired, elderly, or immobilized due to disease or disability, particularly those living in remote and rural areas, face in traveling to access VA health care.

To ensure that transportation is not a barrier to our Veterans getting the care they need, the medical center launched the Veterans Transportation Service (VTS) in March. The pilot program provides Veterans with transportation to and from their outpatient appointments with top priority given to Veterans with disabilities, wheelchair-bound, cancer patients and those who are at a high risk for suicide.

Tulsa Eye Clinic Expands to Meet Growing Demand

To meet increased demand for optometry service, two additional examination rooms were added in the Eye Clinic at the Ernest Childers VA Outpatient Clinic in Tulsa. The Tulsa Eye Clinic now has six examination rooms along with a new waiting room, which will serve both dental and eye clinic patients.



Early 1920's group photo of hospital staff, Veterans and guests posed on front steps of the original main hospital entrance.

Moments in Hospital History

Veterans Garden of Lights 5K run

For the fifth consecutive year, JCMVAMC Public Affairs Officer Nita McClellan has organized the Veterans Garden of Lights 5K Road Race, which raises money for Veterans' programs at the medical center. The annual event is held at Honor Heights Park in Muskogee in December during Muskogee's Garden of Lights festival. A total of 764 runners registered for the 5K race and 1K Fun Run and more than \$8,000 was raised for Veterans' programs.



VAlentines for Veterans Concert

JCMVAMC was one of 17 VA medical centers selected to host a VAlentines for Veterans concert. The concert was held at the Muskogee Civic Center on February 17 and featured Country music singer and Grand Ole Opry Hall of Fame Inductee Lorrie Morgan. The concert was free to Veterans and the public and an estimated 1,725 people turned out for the concert.

The VAlentines for Veterans Concert seeks to increase community awareness of VA health care and the services available to Veterans, encourage community members to serve as VA volunteers to support Veterans and demonstrate respect and appreciation for our nation's Veterans.

Stand Downs for Homeless Veterans

VA is committed to ending Veteran homelessness by 2015 and outreach is a critical component of that effort. The medical center held two Homeless Veteran Stand Downs during FY 2011. In October, the medical center and community partners served 133 homeless Veterans during a Stand Down at the American Legion Post 36 in Sapulpa.

The medical center also served 120 homeless Veterans during a Stand Down in downtown Tulsa in April. The Stand Downs provided homeless Veterans with bus tokens, clothing, employment referrals, food, gift cards, health screenings, haircuts, hygiene kits, legal aid, mental health counseling, personal hygiene items, social services, tetanus vaccinations and VA benefits counseling.

"The Homeless Veteran Stand Down is important because it gives us the ability to reach homeless Veterans that we may not be able to encounter out in the community," said Melanie Goldman, VA Homeless and Compensated Work Therapy Program Manager.



Welcome Home All Veterans Celebration

In previous years, the medical center has held a Welcome Home Celebration to honor our Veterans who served in Afghanistan and Iraq. This year, the medical center and our community partners held a Welcome Home Celebration for all Veterans and treated them to a Tulsa Talons arena football game at the BOK Center in Tulsa.

The event also gave VA a chance to educate Veterans about VA programs, services and benefits. Around 260 Veterans attended the event.

VA's Got Talent

Voluntary Service held a talent show for Veterans in September called "VA's Got Talent." Several Veteran inpatients from the inpatient rehabilitation unit attended the talent show, which included musical performances and a magic act!



JACK C. MONTGOMERY VETERANS VAFFAIRS Medical Center MUSKOGEE 2011 Annual Report



The picture above, taken in June, 1923, shows the first staff of the Muskogee Veterans Hospital. The late Colonel Hugh Scott, front row left, was the first medical officer in charge of the hospital. Others in the front row are Doctors W. P. Sherlock, C. W. Hughes, R. L. Mitchell and O. R. Reed. Dr. S. E. Mitchell is in the back row, but the others were not identified.

Moments in Hospital History



Bi-Annual Memorial Services

The medical center held two memorial services during FY 2011 to honor and remember Veterans who have passed away and who received their care at the medical center. JCMVAMC invited family members of deceased Veterans along with the public to attend the services.

Crisis Call Center Begins Operations

The medical center opened a new crisis call center in December, which is staffed by registered nurses (RNs) who are specifically trained in psychiatric nursing.

The crisis call center RNs respond to calls from Veterans who are dealing with an emotional crisis and make follow-up phone calls to high risk patients who cancel or do not show up for an appointment or who leave the medical center against medical advice. In addition, crisis call center RNs work closely with the Veterans Transportation Service to assist with clinical or psychological issues that may arise with a Veteran patient while drivers are in route.



Veterans Open Art Studio

Creative arts is one form of rehabilitative treatment to help Veterans recover from and cope with physical and emotional disabilities.

In September, we began the Veterans Open Art Studio to give Veterans an opportunity to create art and socialize with other Veteran artists. Veterans can bring their own art to work on or use art kits that were donated to the medical center by Help Hospitalized Veterans.



Birthday Meals for Inpatients

Birthdays are a special day! In January, we began a new program to honor our inpatient Veterans on their birthdays by providing them with a special birthday meal and birthday card.

Inpatients have the option of choosing between fried butterfly shrimp or a 12-ounce T-bone steak entrée and various sides and desserts.

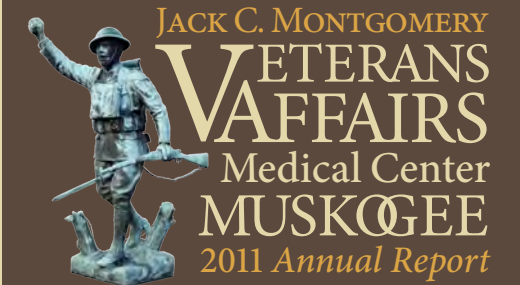
"It's something that gives us the chance to recognize and celebrate the inpatient Veteran's birthday," said Samuel Sisley, chief of Nutrition and Food Service. "It's our way of giving back to Veterans who have done so much for our country."



Patient Lifts Installed

Safety comes first, for both our patients and our staff. In July, the medical center began a new project to install patient ceiling lifts in each inpatient bathroom and also remove thresholds from each inpatient bathroom. This project will extend the existing, permanently mounted ceiling lift track from the inpatient room into their bathrooms.

Also, 37 additional patient lifts are being installed in the outpatient care areas to include: Emergency Department, Nuclear Medicine, Oncology, Primary Care, Radiology, Short Stay Surgery and Ultrasound.

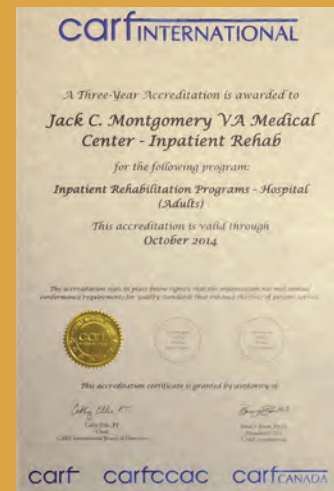


Patients at the United States Veterans hospital are shown making poppies to be sold by the Veterans of Foreign Wars for the benefit of disabled members. These patients are paid \$4 per thousand for assembling the flowers as employment for those who draw small compensation and have large, dependent families. The American Legion does similar work for men who have no income. Excerpts from a photo caption from the Muskogee Daily Phoenix, February 9, 1930.

Moments in Hospital History

CARF Accreditation for Rehab

The Jack C. Montgomery VA Medical Center's Inpatient Rehabilitation Program received accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF) in August. This demonstrates the highest quality of care provided by our Inpatient Rehabilitation Program and our commitment to providing quality services and excellent care to our Veterans. CARF places a great emphasis on including patients in the entire treatment process and assuring appropriate outcomes. By obtaining a three-year accreditation, the Inpatient Rehabilitation Program has demonstrated compliance to industry standards and a great service to the Veterans.



Patient Aligned Care Teams

The medical center implemented Patient Aligned Care Teams (PACT) to develop a team-based approach between Veterans and their Primary Care team. PACT involves the Veteran and his or her family, caregivers, inpatient staff, primary care providers, nurse care manager, clinical associate and administrative clerk; and develops a plan for whole-person care and life-

long health and wellness. The emphasis is on prevention and health promotion.

PACT helps us improve the level of care for our Veterans by helping us to make health plans with the Veteran when he or she leaves the medical center. These plans may include clinic appointments and having a nurse visit the Veteran at his or her home.

Redesign of Supply Rooms

The medical center redesigned the medical supply rooms in the Primary Care Yellow Team, ICU, 4 East, 4 West, 5 East and 5 West utilizing the two bin Kanban system to prevent overstocking and expiration of supplies.



Free Wireless Internet for Veterans and Visitors

In June, the medical center began offering free wireless internet service, also known as Wi-Fi, in the Emergency Department waiting room, main lobby, Patriot Café (Canteen) and ICU waiting room.



Twitter #2 in VISN

In August, we also established a Twitter page to leverage the popular microblogging service.



Pictured above are two buildings under construction at the Veterans hospital on Honor Heights. In the foreground are foundation forms for the new recreation building being erected just west of the main building. In the background is the new shops building being constructed at the north end of the present laundry, seen at the left. Excerpts from a photo caption from the Muskogee Daily Phoenix, October 18, 1936.

Moments in Hospital History

Mock Patient Room

The medical center is studying plans to renovate our inpatient rooms. In November 2011, a mock inpatient room was completed which is both Veteran-centered and family focused. The room provides more seating for family members and a pull-out couch that provides a sleeping option for family members. The room also provides new flooring, ceiling tiles, lighting fixtures, window coverings, art work, more storage space for personal belongings and new bedside charting.



Facebook #1 in VISN

VA recognizes that we must meet the Veteran where they are - both through person-to-person outreach and by leveraging popular social media platforms. In October, the medical center established a Facebook page to promote our services, programs and events being held at the medical center.

During a blizzard in February, we leveraged our website and Facebook page to communicate the operational status of the medical center and our outpatient clinics.

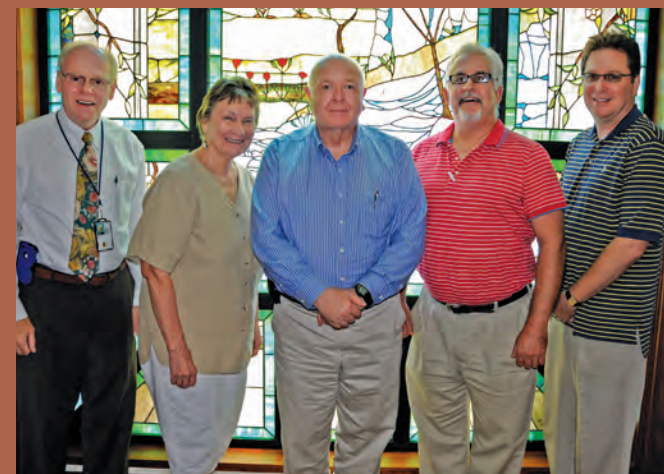
At the end of FY 2011, our Facebook page had 602 "Fans" which was #1 in VISN 16. According to Facebook analytics, our Facebook posts had 45,411 impressions during September 2011.

New Program Helps Local Clergy Understand Needs of Veterans

In July, JCMVAMC became the first VA medical center to provide a community-based clinical pastoral education program to help local clergy understand the needs of Veterans.

Four local clergy completed the inaugural 13-week graduate-level program, which provides instruction on topics such as the emotional cycle of a military deployment, post traumatic stress disorder (PTSD), suicide prevention, traumatic brain injury, substance abuse, domestic issues, military sexual trauma and personal testimonies from Veterans who served in Vietnam, Desert Storm, Afghanistan, Iraq and Women Veterans.

"Often the first place Veterans turn is the local church," said Blank. "However, clergy often don't understand the unique needs of the Veterans. We want to familiarize them with the dynamics that some Veterans face, so they can not only listen for those dynamics but also respond to them."



JCMVAMC Breaks Ground on MRI Facility

During FY 2011, the medical center conducted extensive planning for a new 3,607-square-foot magnetic resonance imaging (MRI) facility. In October 2011, the medical center broke ground on the \$1.4 million project which, upon completion, will be able to serve more than 2,000 Veterans annually.

JCMVAMC does not currently provide MRI services and has to send Veterans to outside facilities for detailed imaging that is not

possible with computed tomography (CT) scanning alone.

"We are delighted that our Veterans will benefit from the most up-to-date imaging technology and further advance our diagnostic capabilities," said Dr. Vijay Aggarwal, chief of Radiology Service. "The addition of this new onsite MRI imaging facility will greatly benefit our inpatients, as well as our outpatients, by providing them with convenient and timely services."



MURALS AT HOSPITAL COMPLETED



Shown here on the walls of the library of the United States Veterans Hospital are two murals recently completed by Muskogee's nationally-known Indian artist Acee Blue Eagle. Excerpts from a photo caption from the Muskogee Daily Phoenix, October 23, 1938.

Moments in Hospital History

More Vital Statistics

The Jack C. Montgomery VA Medical Center serves 25 counties in eastern Oklahoma with approximately 45,000 veterans enrolled. The medical center operates an outpatient clinic at the Muskogee facility and community-based outpatient clinics in Tulsa, Hartshorne, and Vinita, OK. The medical center has 89 active health professional training affiliations including an affiliation with the University of Oklahoma at Tulsa. The medical center also supports the National Cemetery in Fort Gibson and Tulsa Vet Center.

FY 11 Statistics *Numbers That Make a difference*

Total Uniques * 36,504

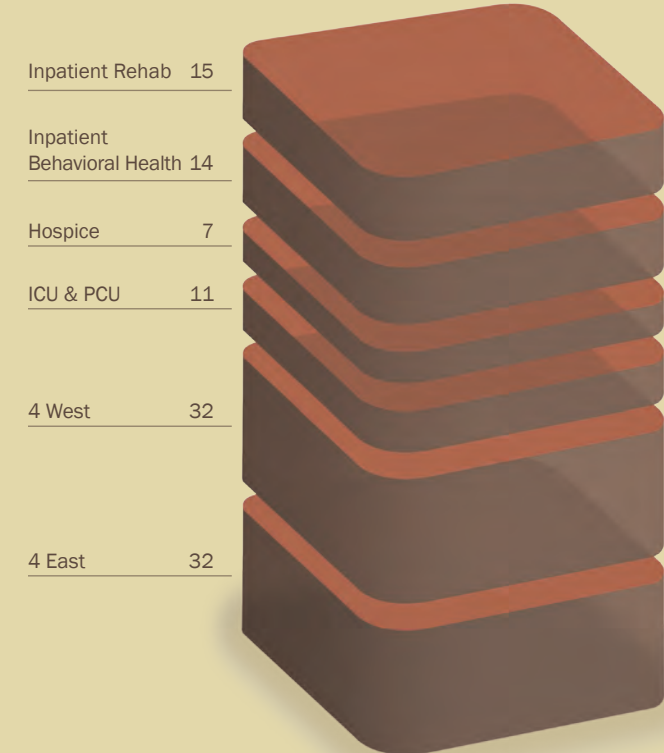
*Single Veteran receiving healthcare at a single location



Inpatients Treated

Total Inpatients Treated 4,778

Total Operating Beds 111



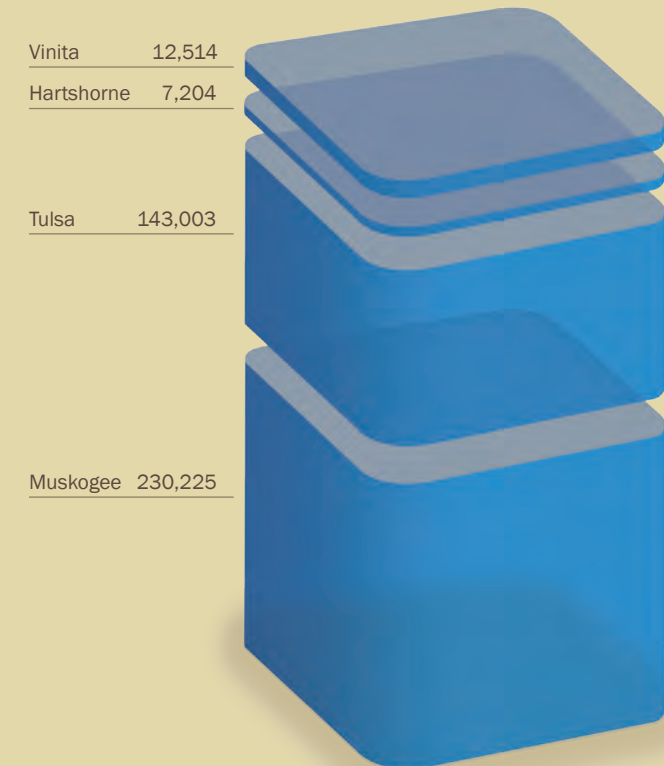
Total Number of Employees

1,147

Voluntary Service

Total Volunteers 432
Total Gifts and Donations \$346,881

Total Outpatient Visits 392,946



Total Medical Care Collections Fund

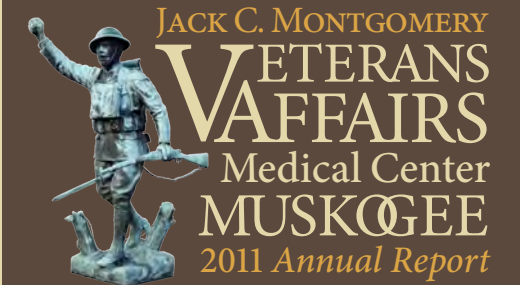
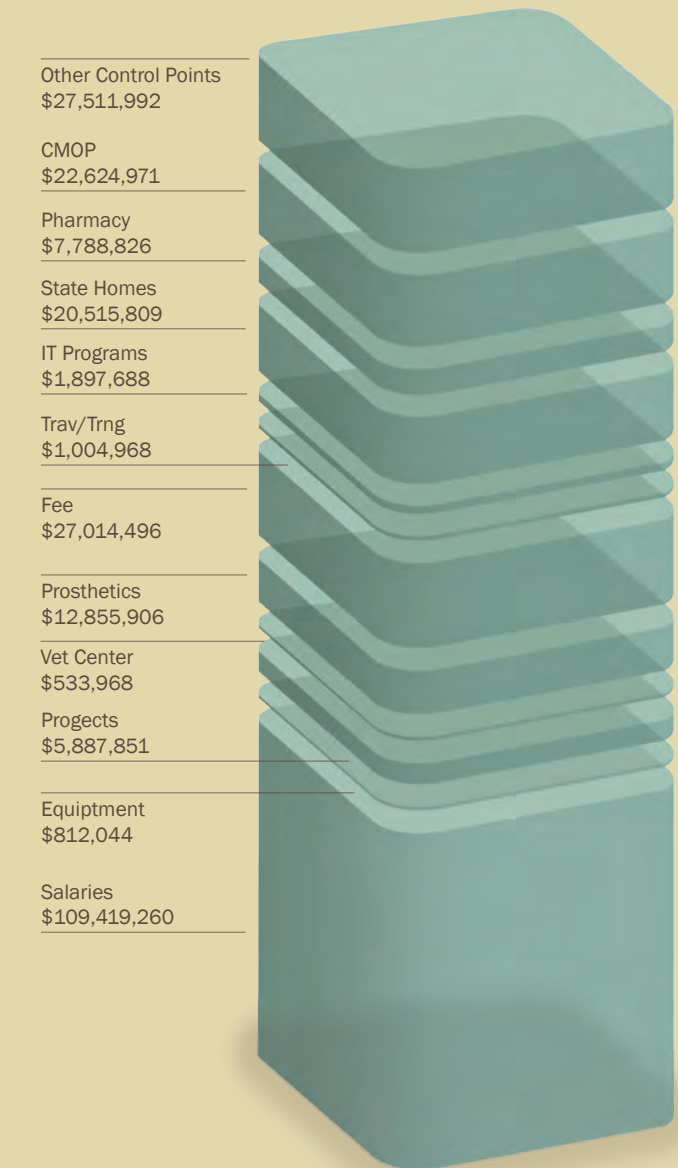
\$13,744,582

Medical Care Budget

\$237,867,779

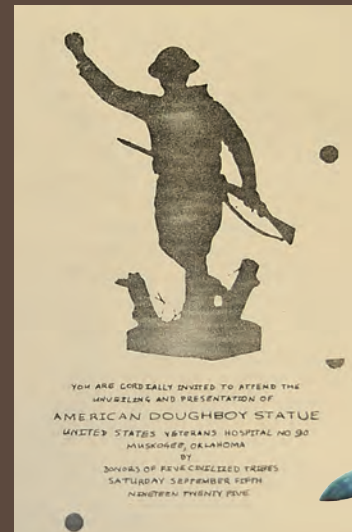
Total Obligated Amounts and Collections

\$237,867,779

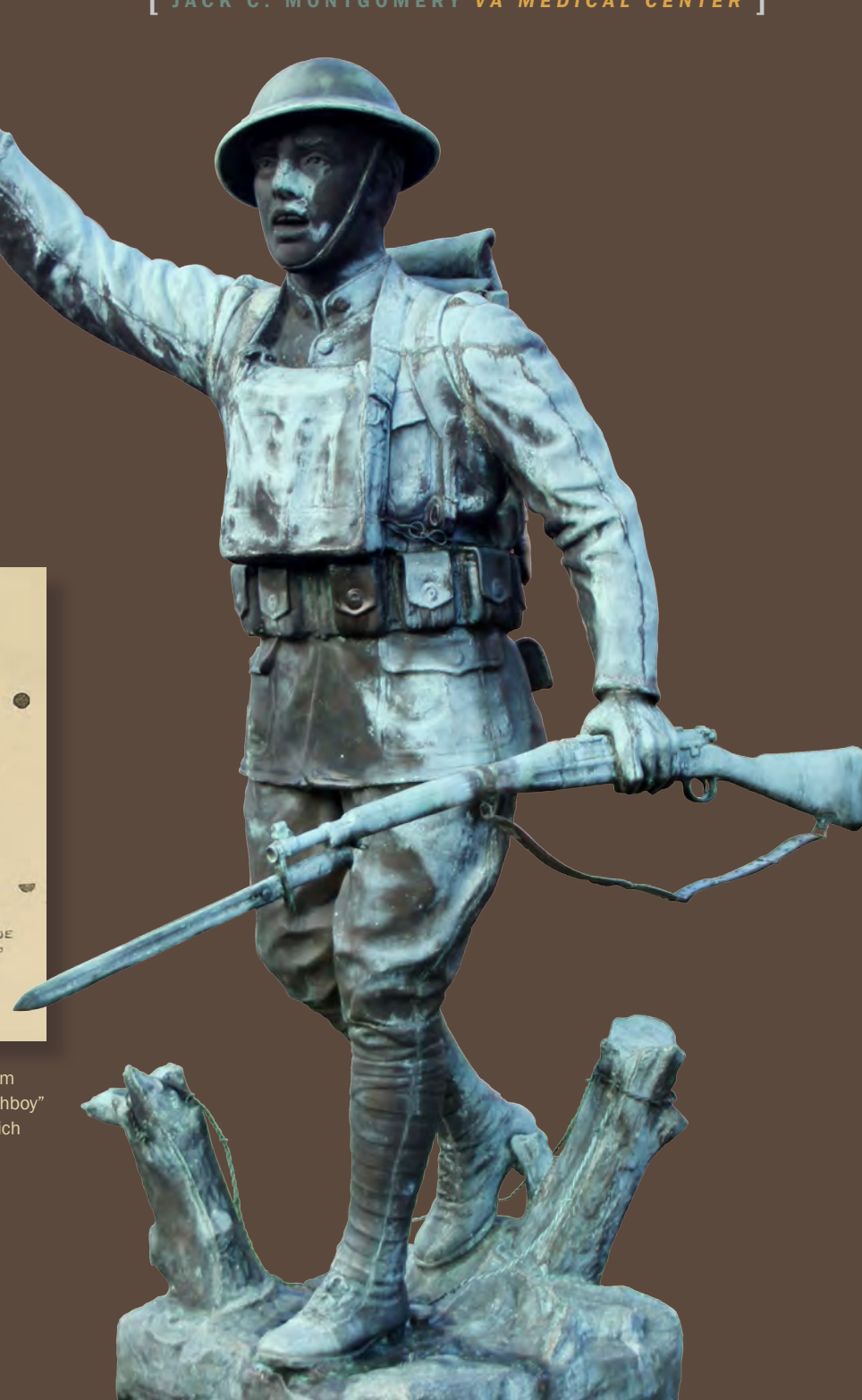


Aerial view of the Veterans Administration Hospital in Muskogee as it appeared on the 25th anniversary of its opening. Photo from the Muskogee Daily Phoenix, June 13, 1948.

Moments in Hospital History



A copy of the official program from the “Spirit of the American Doughboy” Statue dedication ceremony, which was held Sept. 5, 1925.



Moments in Hospital History

“Spirit of the American Doughboy” Statue

Since 1924, a “Spirit of the American Doughboy” statue has greeted Veterans, staff and visitors to what is now known as the South entrance of the Jack C. Montgomery VA Medical Center.

The statue is one of 134 authentic “Spirit of the American Doughboy” statues, which were produced by American sculptor Ernest Moore Viquesney in the 1920s and 1930s to honor World War I Veterans and troops who lost their lives during the war.

Of the 134 statues, only two recognize the role that Native Americans played in World War I. One is in Bullhead, S.D., and the other is located here at the Jack C. Montgomery VA Medical Center.

Our “Doughboy” statue was a gift from The Five Civilized Tribes, the U.S. Bureau of Indian Affairs and others. The statue was erected to recognize the contributions of Native Americans from The Five Civilized Tribes, which are the Chickasaw, Choctaw, Seminole, Cherokee and Creek, who fought in World War I.

The statue was dedicated on Sept. 5, 1925 in memory of Joseph Oklahombi, a Choctaw Code Talker who served with the American Expeditionary Forces in France and was awarded the Silver Star and the Croix de Guerre, France’s equivalent to the Congressional Medal of Honor.

On Oct. 8, 1918, Oklahombi and 23 soldiers crossed 210 yards of No Man’s Land at St. Etienne, France and attacked a German machine gun position. They are believed to have killed 79 German soldiers and captured 170.

A plaque on the front of the statue contains a circular symbol of The Five Civilized Tribes.



Jack C. Montgomery Veterans Affairs Medical Center

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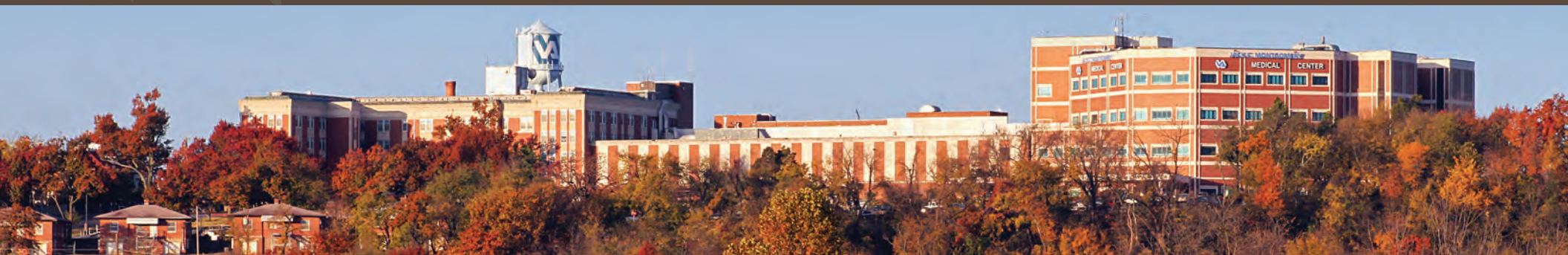
The paper used in the printing of this book was manufactured Carbon Neutral with Renewable Electricity in a facility that is FSC certified.

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